List of Probables in OB

- **Short Q/A(2marks)**
  - Stereotyping Percept^{n}/Stereotyping
    - **Stereotyping percept^{n} are assumpt^{n}s made about a group of people & are applied to individuals, irrespective of their pers^{n}al characteristics.**
    - **It can be +ve, -ve or neutral.**
  - Organisat^{n}
    - **It's a group of people who are collected to work for a common goal with collective effort.**
  - Behaviour
    - **It's a verbal or physical response shown by a person as a consequence of the impact of his surrounding.**
  - Organisat^{n}al Behaviour
    - **It's the observat^{n} of individual or group behaviour in response to their individuals or groups as a whole.**
  - Features of OB
    - **It's the study of human behaviour.**
    - **It's the study about behaviour in organisat^{n}.**
    - **It's the knowledge about human behaviour which would be useful in improving an organisat^{n}s effectiveness.**
  - Percept^{n}
    - **Percept^{n} is an intellectual process of transforming the sensory stimuli into meaningful informat^{n}.**
  - Halo Effect(Halo Error)
    - **Halo effect is the +ve impress^{n} of a pers^{n}, company, brand or product in 1 area to +vely influence 1's opinion or feeling in other areas.**
    - **Its impact in real world is found:**
      - In educat^{n}.
      - In workplace.
      - In marketing.
  - Maslow's Hierarchy of Needs
    - **Maslow proposed that motivat^{n} is the result of a person's attempt to fulfill 5 basic needs: SELSP**
      - Self-actualizat^{n} needs
      - Esteem needs
      - Love & Belongingness

- Safety needs
- Physiological needs

- **The hierarchy diagram of this theory is as follows:**

Self-actualization
desire to become the most that one can be
Esteem
respect, self-esteem, status, recognition, strength, freedom
Love and belonging
friendship, intimacy, family, sense of connection
Safety needs
personal security, employment, resources, health, property
Physiological needs
air, water, food, shelter, sleep, clothing, reproduction

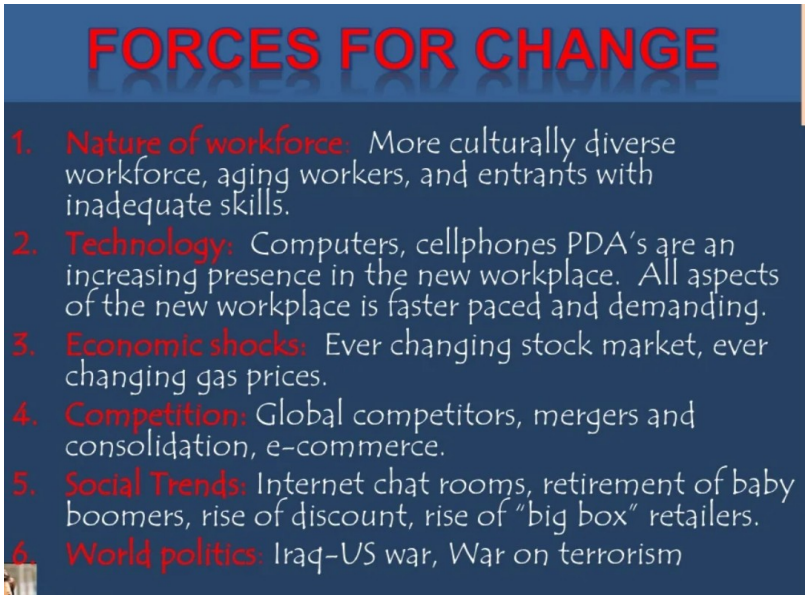
- **These needs create internal pressures that influences a person's behaviour.**

- Herzberg's Motivat^{n}(2-factor) theory
  - **Herzberg's theory states that there're 2 factors that an organisat^{n} can adjust to influence motivat^{n} in the workplace. They are:**
    - **Motivator Factors**
      - Also called **Satisfiers**.
      - These are the **Intrinsic** elements.
    - **Hygiene Factors**
      - Also called **Dissatisfiers**.
      - These are the **Extrinsic** elements.
- Pers^{n}ality Traits(Factors)
  - ***Pers^{n}ality is defined as the combinat^{n} of characteristics or qualities that defines a person's unique identity.***
  - **Personality traits are generally influenced by 2 major characteristics:**
    - Inherited Characteristics.
    - Learned Characteristics.
  - **There're 5 Personality Traits. They're:**
    - Extrovert
    - Neurotic
    - Open
    - Agreeable
    - Conscientious
  - **The above 5 are also called the *big 5 personality model*.**
- Leadership Traits(Factors)
  - ***Leadership is defined as the process where an individual influences a group of individuals to achieve a common goal.***
  - **According to *Pearce* & *Robins^{n}*, "Leadership is defined as the process of influencing others to work towards the attainment of specific goals."**

- **The Leadership Traits are:**
  - Honesty & Integrity
  - Self-esteem & Self-confidence
  - Open-mindedness
  - Intelligence
  - Extraversⁿ
  - Knowledge of the Business
  - Drive
  - Desire to Lead
    - **N.B.**

      Honesty & Integrity creates Self-esteem & Self-confidence in an Open-mindedness Intelligence for an Extraversⁿ Knowledge of the Business to Drive the Desire to Lead.
- **Leadership theories:**
  - Trait theory.
  - Behavioural theory.
  - Situatⁿal theory.
- **Leadership Styles(Types):**
  - Autocratic
  - Democratic
  - Laissez-faire

- MBTI
  - **MBTI stands for *Myer's Briggs Type of Indicator*.**
  - **It's a self-report inventory designed to identify a persⁿ's persⁿality type, strengths & preferences.**
- Organisatⁿal Culture
  - **Organisatⁿal Culture is defined as the underlying beliefs, assumptⁿs, values & ways of interacting, that contribute through the unique & psychological env. of an organisatⁿ.**
- Organisatⁿal Change
  - **It's defined as the process of changing an organisatⁿs strategy, processes, procedures, technologies & culture etc.**
- Stimulants of Organisatⁿal Change
  - **The forces that act as stimulants for the organisatⁿal change are:**


FORCES FOR CHANGE
1. Nature of workforce: More culturally diverse workforce, aging workers, and entrants with inadequate skills.
2. Technology: Computers, cellphones PDA's are an increasing presence in the new workplace. All aspects of the new workplace is faster paced and demanding.
3. Economic shocks: Ever changing stock market, ever changing gas prices.
4. Competition: Global competitors, mergers and consolidation, e-commerce.
5. Social Trends: Internet chat rooms, retirement of baby boomers, rise of discount, rise of "big box" retailers.
6. World politics: Iraq-US war, War on terrorism

- Nature of workforce.
- Technology.
- Economic shocks.
- Competitⁿ.
- Social trends.
- World politics.

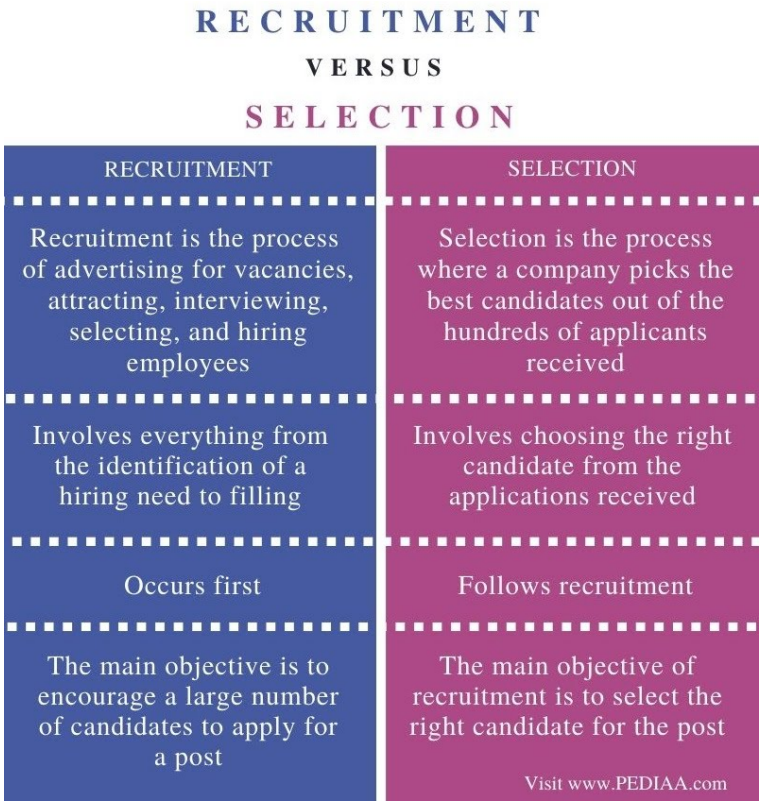
- Organisatⁿal Commitment
  - **Organisatⁿal commitment is defined as a strong belief in accepting the organizatⁿ's goals & values, willingness to exert considerable effort on behalf of the organizatⁿ, & a strong desire to maintain membership in an organizatⁿ.**
- Organisatⁿal Effectiveness
  - **Organisatⁿal effectiveness is defined as the concept of how efficient an organisatⁿ is in achieving the outcomes that the organizatⁿ intends to produce.**
- Attributⁿ Theory
  - **Attributⁿ theory is defined as the study that deals with the understanding & cause of human behaviour.**
  - **It's defined over 2 types of perceptⁿ:**
    - Social Perceptⁿ
    - Stereotypic Perceptⁿ.
- Communicatⁿ Barriers
  - **The barriers in Communicatⁿ are:**
    - Semantic Barriers
    - Physical Barriers
    - Organisatⁿal Barriers
    - Psychological Barriers
    - Cultural Barriers
    - Technological Barriers
    - Persⁿal Barriers
- Importance(Nature) & Scope of OB

- **The Imp. of OB are:**
  - It improves goodwill of the organisat^{n}.
  - It makes optimum utilizat^{n} of resources.
  - It facilitates motivat^{n}.
  - It leads to higher efficiency.
- **The Scope of OB are:**
  - The individual behaviour.
  - The interpers^{n}al behaviour.
  - The organisat^{n}s themselves.

- Attitude
  - ***Attitude is defined as the stand-pt. that 1 has towards something or someone.***
  - **It's influenced by environmental experiences & moral values.**
  - ***It can be +ve or -ve.***
  - **It results in the thinking process & behaviour of a person.**
- Job Satisfaction
  - ***Job satisfaction is defined as an individual's general attitude towards his job.***
  - **It's the +ve feeling about the job, resulting from an evaluation of its characteristics.**
- Disciplines Contributing for OB
  - **The disciplines contributing for OB are:**
    - +ve change in Behaviour.
    - +ve change in Personality.
    - +ve change in Attitude.
    - Power of creating an Effective Team.
- Selective Percept^{n}
  - **Selective perception is the process by which individuals perceive what they want to hear in a message while ignoring the opposing viewpts.**
- Perceptual Process
  - **It's a process by which individuals organise & interpret their sensory impressions in order to give meaning to their env.**
- Group vs Team
  - **The difference between a Group & a Team are:**

- Group
  - Members mayn't know each other.
  - Members are independent.
  - Specific roles aren't assigned to individuals.
- Team
  - Members know each other's weaknesses.
  - Members are inter-dependent.
  - Specific tasks are assigned to each individual.

- Recruitment vs Select^{n}
  - **The difference between Recruitment & Selection is as follows:**


RECRUITMENT
VERSUS
SELECTION
RECRUITMENT
SELECTION
Recruitment is the process of advertising for vacancies, attracting, interviewing, selecting, and hiring employees
Selection is the process where a company picks the best candidates out of the hundreds of applicants received
Involves everything from the identification of a hiring need to filling
Involves choosing the right candidate from the applications received
Occurs first
Follows recruitment
The main objective is to encourage a large number of candidates to apply for a post
The main objective of recruitment is to select the right candidate for the post
Visit www.PEDIAA.com

- Cohesiveness/ Group Cohesiveness
  - **Cohesiveness is define as the tendency of a group to be in unity while working towards a goal or to satisfy the emotional needs of its members.**
- Nature of Organisat^{n}al Change

- The organisat^{n}, in order to change, should prepare a stock of the situat^{n}, & should affect changes in the attitude & style of formatting.

- Mid Q/A(6marks)
  - Locus of Control
    - Locus of Control is defined as the centre of control of an individual's performance.
    - Here, the individuals are generally grouped into 2 categories:
      - Internals

        • These are the individuals who **consider themselves** as masters of their own fate.
        • People with an internal locus of control tend to be more self-motivated & take more responsibility for their own actions.
      - Externals

        • These are the individuals who **consider the external forces** as masters of their own fate.
        • People with an external locus of control are more likely to be passive & to blame others for their own misfortune.
  - (Big 5) Pers^{n}ality model/dimensions
    - *Pers^{n}ality is defined as the combinat^{n} of characteristics or qualities that defines a person's unique identity.*
    - 1 of the most widely used models of pers^{n}ality is the "Big 5 Pers^{n}ality Model".
    - This model comprises 5 broad pers^{n}ality dimens^{n}s, which are: (ENO-AC)
      - Extrovert (Extraversion)

        This refers to how **outgoing** & **sociable** an individual is.
      - Neurotic (Neuroticism)

        This refers to how **prone** an individual is in experiencing -ve emotions.
      - Open (Openness)

        This refers to how **curious** & **imaginative** an individual is.
      - Agreeable (Agreeableness)

        This refers to how **cooperative** & **friendly** an individual is.
      - Conscientious (Conscientiousness)

        This refers to how **organised** & **reliable** an individual is.
  - Stages of Group Development
    - *Group development is the process by which a group of people goes through in order to become a cohesive unit.*
    - The stages of group development are:
      - Forming

        This is the stage where the group 1st comes together & members get to know each other.
      - Storming

        This is the stage where conflict & disagreement begin to surface as members start to put forward their own ideas & opinions.

- **Norming**
  - This is the stage where the group begins to establish rules & guidelines to follow.
  - Here, members start to cooperate with each other & work towards common goals.
- **Performing**
  - This is the stage where the group is functioning at its best.
  - Here, members are highly skilled & work together harmoniously towards achieving the group's goals.
- **Adjourning**
  - This is the stage where most of the goals have been accomplished by the group.
  - Here, the emphasis is on wrapping up final tasks & documenting the efforts & results.

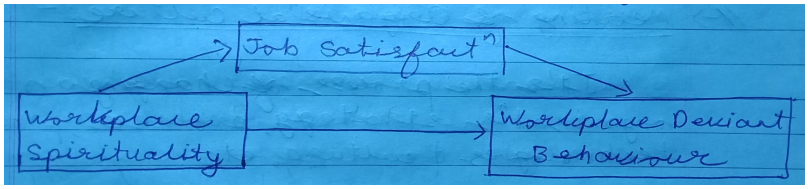
- **Each of the 5 stages of group development represents a step on the group-building ladder.**

- (Tri-)Components of Attitude
  - ***Attitude is defined as the stand-pt. that 1 has towards something or someone.***
  - **It's influenced by environmental experiences & moral values.**
  - ***It can be +ve or -ve.***
  - **It results in the thinking process & behaviour of a person.**
  - **The components of Attitude are:**
    - **Cognitive component**

      This is the **cognitive** or **thought component** of an attitude.
    - **Affective component**

      This is the **emotional** or **evaluative component** of an attitude.
    - **Behavioural component**

      This is the **overt** or **observable component** of an attitude.
- Workplace Spirituality
  - **Workplace spirituality is about recognising that takes place in the context of an organisat^{n}al community.**

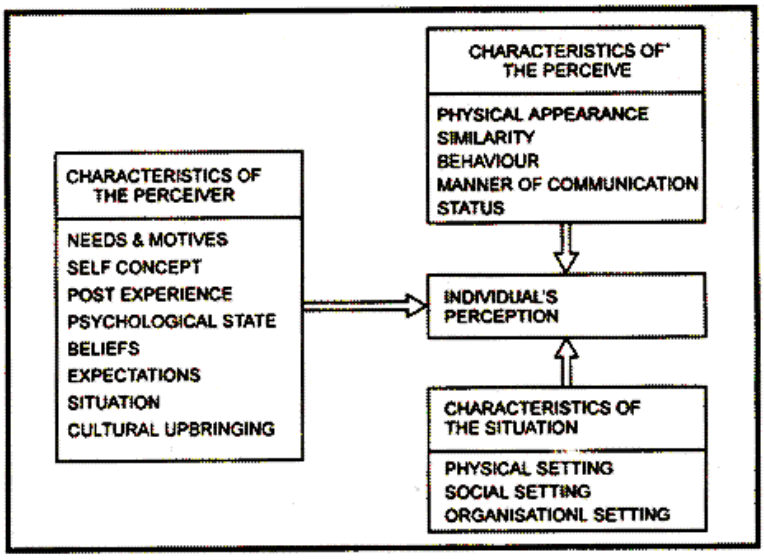
    

  - **It's a model for how employees can integrate their spiritual values & practices into their workplace lives.**
  - **The 6 components of this model are:**
    - Emphasizes sustainability
    - Values contribution
    - Prizes creativity
    - Cultivates inclusion
    - Develops principles
    - Promotes vocation

- **N.B.**

  Emphasizing sustainability leads to Values contribution which helps in Prizes creativity in order to Cultivate Inclusion to Develop principles for Promoting vocation.

- Factors influencing Percept^{n}
  - *Percept^{n} is an intellectual process of transforming the sensory stimuli into meaningful informat^{n}.*
  - **The factors influencing percept^{n} are:**



The above figure shows the summary of the factors influencing perception.

- The individual's past experiences.
- The individual's motivation & goals.
- The individual's attitudes & beliefs.
- The physical & social context in which the information is presented.
- The individual's level of sensory acuity.

- Kotter's 8 step change model
  - **The Kotter's 8-step change model is a process that guides organisat^{n}al change.**
  - **The 8-steps are:**

    https://www.kotterinc.com/8-step-process-for-leading-change/

    - **Create a sense of urgency.**
    - **Build a strong coalition.**
    - **Form a strategic vision.**
    - **Get everyone's buy-in.**
    - **Enable action by removing barriers.**
    - **Generate short term wins.**
    - **Sustain acceleration.**
    - **Institute change.**

- **Long Q/A(16marks)**
  - Maslow's Hierarchy of Needs

- **Maslow proposed that motivat^{n} is the result of a person's attempt to fulfill 5 basic needs: SELSP**
  - **Physiological needs**
    It includes breathing, food, H_2O, sleep, etc.
  - **Safety needs**
    Security of body, employment, family, health, priority.
  - **Love & Belongingness**
    • Friendship
    • Family
  - **Esteem needs**
    • Self-esteem
    • Confidence
    • Achievement
  - **Self-actualization needs**
    • Morality
    • Creativity
    • Spontaneousity
    • Problem solving
- **The hierarchy diagram of this theory is as follows:**

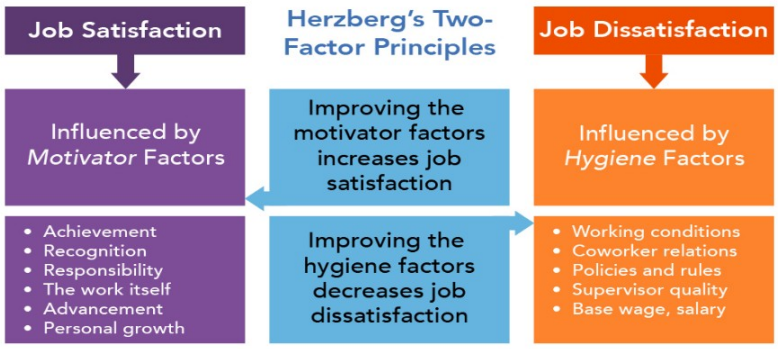
Self-actualization
desire to become the most that one can be
Esteem
respect, self-esteem, status, recognition, strength, freedom
Love and belonging
friendship, intimacy, family, sense of connection
Safety needs
personal security, employment, resources, health, property
Physiological needs
air, water, food, shelter, sleep, clothing, reproduction

- **These needs create internal pressures that influences a person's behaviour.**
- **Here, the higher needs in the hierarchy begin to emerge, only when people feel that they've sufficiently satisfied the previous needs.**

- Herzberg's Motivation(2-factor) theory
  - **Herzberg's theory states that there're 2 factors that an organisat^{n} can adjust to influence motivat^{n} in the workplace. They're:**
    - **Motivator Factors**
      • Also called **Satisfiers**.
      • These are the **Intrinsic** elements.
      • Improving these factors increases job satisfaction.
      • **They're found** within the actual job itself.
    - **Hygiene Factors**

- Also called **Disatisfiers**.
- These are the **Extrinsic** elements.
- Improving these factors decreases job dissatisfaction.
- They **aren't found** within the actual job itself.

- **Below is the schematic diagram of the above 2 factors.**



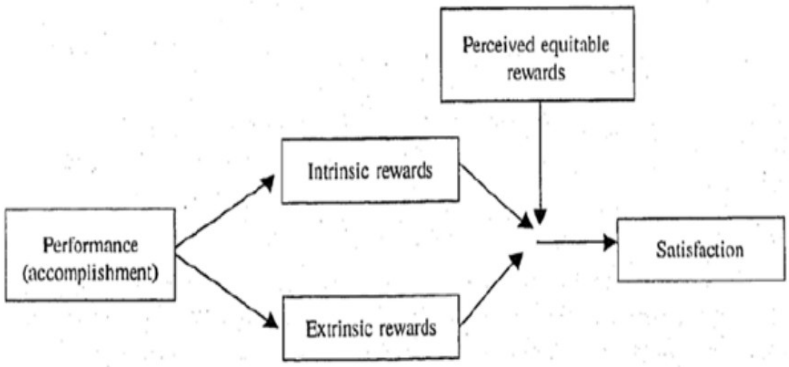
- Nature(Importance) & scope of OB
  - **The Imp. of OB are:**
    - It improves goodwill of the organisation.
    - It makes optimum utilisation of resources.
    - It facilitates motivation.
    - It leads to higher efficiency.
  - **The Scope of OB are:**
    - The individual behaviour
    - The interpersonal behaviour
    - The organisations themselves
  - **Organisation a group of people who are collected to work for a common goal with collective effort.**
  - **Behaviour a verbal or physical response shown by a person as a consequence of the impact of his surrounding.**
  - **OB is defined as the observation of individual or group behaviour in response to their individuals or groups as a whole.**
- Vroom's expectancy motivatⁿ theory
  - **This theory emphasizes the needs for organizations to relate rewards directly to performance & to ensure that the rewards provided are those rewards that are deserved & wanted by the recipients.**
  - ***This theory assumes that behaviour results from conscious choices among alternatives whose sole purpose is to maximize pleasure & to minimize pain.***
  - ***This theory works on perceptions.***
  - **This theory has 3 main components: EIV**

Expectancy theory has three components:

- Expectancy: effort → performance (E→P)
- Instrumentality: performance → outcome (P→O)
- Valence: V(R) outcome → reward.

- Valence(*Outcome* leads to *Rewards*)
  > • Valence refers to the attractiveness of the outcomes associated with a behaviour. The more attractive the outcome is, the more motivated a person will be to perform the behaviour.
  > • These can be extrinsic(money, promotion) or intrinsic(sense of achievement).
- Expectancy(*Effort* leads to *Performance*)
  > • Expectancy is the belief that a particular behaviour will lead to a particular outcome. The stronger the belief, the more motivated a person will be to perform the behaviour.
  > • It's purely a subjective nature of an individual's belief in themselves.
- Instrumentality(*Performance* leads to *Outcome*)
  > • Instrumentality is the belief that a particular outcome will lead to a particular goal. The stronger the belief, the more motivated a person will be to achieve the goal.

- Porter-Lawler model
  - **This theory is based on assumptions that rewards cause *satisfaction* & sometimes *performance* produces the rewards.**
  - **Basically, their idea revolves around 2 factors, i.e. *Performance* & *Satisfaction*.**
  - **It is a multi-variable model & explains the complex relationship among *motivation*, *performance* & *satisfaction*.**
  - **Under these factors, 2 types of rewards are proposed. They're:**
    - Intrinsic Reward
      > These rewards are given to an individual for his good performance & satisfies mainly the higher level needs such as sense of achievement.
    - Extrinsic Reward
      > These rewards are given by the organisation & satisfy mainly the lower level needs such as pay, promotion, status & job security.
  - **It states that Satisfaction is determined by the difference between actual & perceived rewards, i.e. if actual reward exceeds perceived rewards, then it results in satisfaction. If opposite occurs, it results in dissatisfaction.**
  - **Below is the schematic diagram of the Porter-Lawler Model:**



- Myers-Briggs Pers^{n}ality Indicator
  - It's a self-report inventory designed to identify a person's personality type, strengths & preferences.
  - This personality indicator can detect various types of personalities in different individuals like: (2841 Personality)
    - The Supervisor(ESTJ Personality)
    - The Doer(ESTP Personality)
    - The Inspector(ISTJ Personality)
    - The Craftsman(ISTP Personality)
    - The Provider(ESFJ Personality)
    - The Performer(ESFP Personality)
    - The Nurturer(ISFJ Personality)
    - The Composer(ISFP Personality)
    - The Commander(ENTJ Personality)
    - The Visionary(ENTP Personality)
    - The Mastermind(INTJ Personality)
    - The Thinker(INTP Personality)
    - The Giver(ENFJ Personality)
    - The Champion(ENFP Personality)
    - The Counsellor(INFJ Personality)
    - The Idealist(INFP Personality)
  - N.B.

    E= Extrovert
    I= Introvert
    S= Sensitive
    N= Intuitive
    T= Thinking
    F= Feeling
    J= Judging
    P= Perceiving

> > Supervising the Doer is like Inspecting the Craftsman Providing the Performance for Nurturing the Composer & Commanding the Visionary as a Mastermind Thinker by Giving away the Championship to the Counsellor as an Idealist.

- Contemporary(Equity) theory
  - **This theory is based on the idea that individuals are motivated by fairness. In simple terms, this theory states that the individuals identify an inequity between themselves. Also they'll adjust the work they've been assigned & make the situation fair.**
  - **The common inputs are:**

    • The No. of hrs. worked.
    • The Commitment shown.
    • The Enthusiasm.
    • The Experience brought to rule.
    • The personal Sacrifices made.
    • The responsibilities & duties of the individual in the role.
  - **The common outputs are:**

    • Salary
    • Bonus
    • Pension
    • Annual holiday allowance
    • Recognition
    • Promotion
    • Performance appraisals
    • Flexibility of work arrangement
    • Sense of achievement.